

5 December 1956

1. The proposal to form a Clandestine Services cadre of activist personnel was extensively studied during 1954 and 1955 and a proposal even reached the point of approval by the DDCI in late 1955. This was shortly before the personnel freeze which effectively killed any action.

2. No one in the DD/P questions the desirability of such a cadre. Where most of the plans have broken down has been over the point of physically setting aside a group of people against the day when they might be needed. It is not believed that this approach is practical. For one thing it is doubtful if we have enough experienced personnel to be able to afford the luxury of such a comparatively idle unit. For another, morale would probably soon go down unless it were possible to feed to such a unit constant tasks of demonstrable importance.

3. To get this program off the ground it is believed a more modest approach is necessary which can be expanded later if necessary. It is believed that the following steps can be and should be taken:

(1) With the assistance of the Office of Personnel, a list should be drawn up of people who seem suitable members of such a cadre.

(2) Publicity should be given to its formation. People should be encouraged to volunteer with the understanding that if they are accepted they might at any time be called for urgent, and possibly hazardous, duty.

(3) A course of activist training, (arms sabotage, air maritime ops, etc.) should be given [REDACTED] and people from the cadre should gradually be routed through this course.

(4) Each man would return to his desk whence he would be available for call-out on emergency missions.

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(5) This cadre should be selected initially from the CIA. Once the program had become solidified, the Services should be invited to nominate personnel.

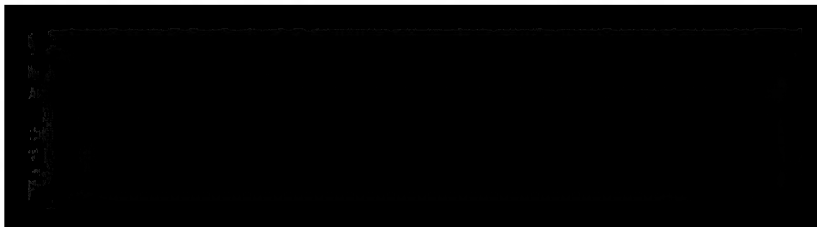
(6) A small unit at headquarters, which initially could consist of one or two men, should be responsible for keeping the personnel records members of the cadre up-to-date.

4. In other words, the actions recommended in the formation of this cadre boil down to essentially three. First collecting personnel records; second, training; and third, keeping personnel records up to date.

5. Some random thoughts suggest themselves. If this cadre is well managed it would probably become somewhat of an honor to form a part of it. It is not believed that it is necessary or desirable to assign people to it. The whole thing can probably be done on the basis of volunteers.

6. The initial training [REDACTED] (and perhaps to some extent to [REDACTED] could be reinforced later by perhaps a week's annual and (or biannual) refresher course. The cadre would principally consist of Washington personnel on whom a finger could be put immediately. If people go overseas their records should be removed from the active cadre and replaced <sup>by</sup> those of others coming in from the field, although this would not preclude reaching into the field for someone of unusual qualifications. The emphasis should be on the selection of young, physically-fit, courageous men willing to travel on short notice, with a sound respect for leadership, and demonstrated facility in such skills as the following:

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